Constitution and By-Laws

As of January 16, 1963
20 copies sent to
Prof Reuben E Wood
Review Committee

TEMPORARY BY-LAWS AND RULES OF PROCEDURE FOR THE SENATE, AS REQUIRED BY PARAGRAPH 3 OF PART V OF THE UNIVERSITY ORGANIZATION PLAN

1. The Senate shall observe the requirements of the University Organization Plan for the holding of meetings, voting, and the determination of a quorum.

2. Robert's Rules of Order shall govern decisions involving Parliamentary Procedure.

3. The Senate shall have regularly stated meetings once each month in the Academic Year, October through May, making eight regular meetings each year.

4. The regularly stated meetings shall be held on the second Friday of each month starting at 2:00 p.m. Agenda and special proposals for action shall be made available in advance as required by the relevant section of the Faculty Organization Plan, Section 4 of Part III.

5. By-laws adopted at the first meeting and proposals for new by-laws may thereafter be amended or proposed upon the request of the Executive Committee of the Senate or on petition of twenty-five percent of the elected members of the Senate. The proposals for amended or for additional by-laws shall be put in writing by the proponents and submitted to the Secretary of the Senate and made available in writing and distributed to all members of the Senate, elected and ex officio, at least seven days prior to the meeting at which they are to be taken up for action. The vote thereon shall be in accordance with the requirements for the exercise of power by the Senate.

6. The business at each regular meeting of the Senate shall be conducted in the following order:

a. Call to order
b. Approval of the minutes of the previous meeting
c. Report of the Executive Committee
d. Special orders of the day
e. Unfinished business
f. Reports of committees
g. Other new business
h. Adjournment

7. Meetings of the Senate shall be open to members of the University Faculty Assembly, except when, upon a majority vote, the Senate decides to go into executive session. A motion for executive session shall be privileged.

Non-members of the University Faculty Assembly may be invited to attend any specific meeting of the Senate upon a majority vote of the Executive Committee.

THE GEORGE WASHINGTON UNIVERSITY
WASHINGTON 6, D. C.

April 21, 1960

Dear Colleague:

We present herewith, in anticipation of a general faculty meeting to be called by Acting President Colclough upon his return from Geneva, the re-re-re-revised version of the Faculty Organization Plan formulated by the Academic Advisory Committee of Eighteen. In preparing this final draft of the Plan the Committee extensively and carefully considered all proposals advanced by the various faculties and their members in their several meetings. To the best of our ability we have reconciled divergent opinions in the manner most compatible with a sound Faculty Organization Plan and the best interests and desires of the University Faculty as a whole.

For your convenience in reviewing the Plan as now revised, there are specifically indicated in it all changes made in the previous draft submitted to you. As you consider this draft we ask you to keep in mind the following points: (1) in accordance with Article IV, Section 2 the entire Plan will automatically be reviewed by the Faculty at the end of a two year period; (2) the more nearly unanimous approval the Plan is accorded at this time by the Faculty the more likely it is, presumably, to win the approval of the Board of Trustees.

On behalf of the Committee I conclude by thanking you all for the vigor, the enthusiasm, and the spirit of cooperation with which you are participating in what promises to be for the entire Faculty a rejuvenating experience,

Sincerely yours,

Fred S. Tupper, Chairman
Committee of Eighteen

4-12-60

REVISED DRAFT PROPOSAL

UNIVERSITY FACULTY ORGANIZATION PLAN

DRAFT PROPOSAL

UNIVERSITY FACULTY

ORGANIZATION PLAN

I. PURPOSE

1. The object of this University Faculty Organization Plan is to enable the Faculty of The George Washington University, in common effort and purpose with the President and the Board of Trustees, and in keeping with sound principles of general university organization, effectively to perform its functions and responsibilities with respect to educational policy and objectives of the University and related affairs in or concerning which the Faculty has a legitimate concern or interest. The provisions of this Plan shall be interpreted and applied in accordance with the object of the Plan as so stated.

2. Toward this end and in respect of the particular purposes and functions herein provided, the University Faculty organization shall consist of two bodies: (1) the University Faculty Assembly, which shall consist of academic personnel in full-time service and such administrative personnel as are provided for hereafter; and (2) the University Senate, which shall be a representative body acting for the University Faculty as a whole in legislative and advisory capacities. The powers, duties, and privileges of the Assembly and Senate shall be exercised in accordance with the charter of the University and subject to the authority of the Board of Trustees and shall relate to matters which are of concern to more than one college, school, or division, or to the University Faculty.

II. THE UNIVERSITY FACULTY ASSEMBLY

Section 1. Membership

The University Faculty Assembly shall consist of the President of the University, the Dean of Faculties, the Dean of the Law Center, the ~~Assistant~~ Associate Dean of Faculties, the Director of Admissions, the Registrar, the Librarian, the Treasurer, faculty members in full-time service of the degree-granting colleges, schools, and divisions of the University, members of the Executive Faculty of the School of Medicine, and incumbents of administrative offices to whom the Board of Trustees has granted or may grant faculty status and academic rank in or under the Code and Ordinances Governing the Academic Personnel of the University. Other members of the staff of instruction, and Professors and Associate Professors Emeriti, of the University may attend meetings of the Assembly, with the privilege of the floor, but without the right to vote.

Section 2. Officers

The President shall be the Chairman of the Assembly, and the Dean of Faculties, the Vice-Chairman. The Registrar shall be the Secretary.

Section 3. Meetings

(a) The Assembly shall meet at least once during each semester of the academic year at a time and place designated by the President. Special meetings shall be held at the call of the President, acting on his own initiative or upon the request of the University Senate or the petition of twenty members of the Assembly.

(b) The agenda of a regular meeting shall be prepared by the President and shall include any matter requested by the Senate or its Executive Committee or on petition of fifteen members of the Assembly. Notices of meetings,

regular or special, shall be sent out at least ten days prior thereto and shall include a statement of the agenda.

(c) A quorum for any meeting shall consist of 35% of the membership of the Assembly.

(d) The Assembly shall act by affirmative vote of a majority of ~~these~~ members present and voting, unless the action proposed is in adverse review of action taken by the Senate in which case the affirmative vote of 2/3rds of ~~these~~ members present, or one representing a majority of the membership of the Assembly, whichever is the lesser, shall be required.

(e) The by-laws and rules of procedure of the Assembly shall be subject to the provisions hereof and shall be prepared by the Executive Committee of the Senate, subject to confirmation and amendment by the Assembly.

Section 4. Functions

The functions of the Assembly shall be to:

(1) Receive information from the President, and such members of the University administration as he may designate, of matters of general University interest or Faculty concern;

(2) Receive reports from the Senate as to actions it has taken and the activities of its committees, and, to the extent then anticipated, its proposed agenda and committee programs for the future. The Assembly shall have the power to direct the Senate to include in the agenda of the Senate or any of its committees, or to study and report back to the Assembly, or to take such other action as may be appropriate, with respect to, any matter of concern to the Assembly. The Assembly shall also have the power to review any action taken by the Senate and, subject always to the provisions of sections 3 (b) and (d) of this Article II, take such action on the basis

thereof as the Assembly may deem appropriate;

(3) Act as a referendum body on questions referred to it for that purpose by the Senate.

III. THE UNIVERSITY SENATE

Section 1. Functions

The University Senate, on behalf of the University Faculty, shall, with respect to matters which are of concern to more than one college, school, or division, or to the University Faculty:

(1) Formulate policy and make such other determinations and exercise supervision with respect to such programs or other matters as the President or the Board of Trustees may designate;

(2) Provide the President and the Board of Trustees with advice and counsel on such matters as they may request;

(3) At the direction of the Assembly - or may, at the request of the Faculty of any college, school, or division or of individual Faculty members, or on its own initiative - consider any matters of concern or interest to more than one college, school, or division or to the University Faculty, and make its recommendations, or otherwise express its opinion, with respect thereto, to the Assembly, the President, or through the President to the Board of Trustees;

(4) Be the University Faculty agency to which the President initially presents information and which he consults concerning proposed changes in existing policies or promulgation of new policies. ~~relating to matters which are of concern to more than one college, school, or division, or to the University Faculty.~~

Section 2. Organization

(a) Membership

1. The Senate shall consist of (i) the President, the Dean of Faculties, the Dean of the Law Center, the Deans of the degree-granting colleges, schools, and divisions, and the Registrar, ex officiis, and (ii) 25 members elected by the respective faculties in the manner herein provided:

(i) Three members shall be elected by and from the Faculty of ~~and for~~ each of the following schools: Medicine, Law, Engineering, and Education; two by and ~~for~~ from the Faculty of the School of Government; and one member each by and ~~for the Faculty~~ from the Faculties respectively of The Graduate Council and The School of Pharmacy;

(ii) Nine members in the aggregate shall be elected by and ~~for~~ from the Faculties collectively of The Columbian College and The Junior College.

2. All members elected to the Senate shall be members of the University Faculty in full-time service, hold the rank of Associate Professor or above, and have or to have tenure as of the academic year next succeeding the date of their election. No Dean or any other Faculty member who is an officer of administration (as such offices are indicated in the 1959-1960 Catalogue Issue of the University Bulletin) shall be eligible for election. In the event of any additions to the list of officers of administration in subsequent Catalogue Issues, eligibility for election to the Senate shall be determined by the Senate.

3. The ex officio members, while without the right to vote, shall have the privilege of the floor: Provided, That the presiding officer may vote to break a tie.

(b) Officers

The President, or in his absence, the Dean of Faculties or the Chairman of the Executive Committee, in that order, shall be the presiding officer. The Registrar shall be the Secretary.

(c) Terms of Office

The term of office for elected members of the Senate shall be two years beginning on May 15 of the year in which they are elected. The terms shall be so adjusted se as to require the election of approximately one-half of such members each year.

Section 3. Election of Faculty Members

The election of members of the Senate shall be held subject to the following requirements but otherwise pursuant to procedures determined by the Faculty members eligible to vote in the school or group involved:

(1) The nominating procedure shall permit nominations from the floor or by petition in addition to any other method adopted by the Faculty of the school or group involved, and shall, unless otherwise determined at or prior to the election meeting by a 2/3rds vote of such Faculty, require at least two nominees for each Senate seat to be filled.

(2) Voting shall be by secret ballot.

(3) Only members of the Faculty in full-time service shall be eligible to vote, except that, in the case of the School of Medicine, members of the Executive Faculty also shall be eligible to vote for Senate members elected by the Faculty of that School.

(4) The elections shall be held at meetings called by the Deans of the respective schools prior to May 10 of each year, except that in the case of the Columbian and Junior Colleges group, the meeting shall be called and conducted by the Dean of Columbian College in even-numbered calendar years, and by the Dean of the Junior College in the odd-numbered calendar years. A quorum shall be ~~sixty~~ fifty-one per cent of the Faculty members in residence in the school or group involved who are eligible to vote. Election shall be by majority of those voting.

(5) In the event that a vacancy occurs in the Senate membership or a

member is on leave of absence or otherwise unable to participate for any period, the Faculty of the school or group involved shall be entitled to elect another representative for the remainder of the term or pro tempore for the period of absence involved.

Section 4. Meetings

(a) Regular meetings of the Senate shall be held at stated intervals as determined by it but no less often than twice during each semester of the academic year. Special meetings may be called by the President, acting on his own initiative, or upon the request of the Executive Committee or the Assembly or the petition of 25% of the elected members of the Senate.

(b) A quorum shall consist of 50% of the elected members of the Senate. All power of the Senate shall be exercised by the affirmative vote of a majority of ~~these~~ elected members present and voting.

(c) The agenda for any meeting shall be made available in writing by the Secretary of the Senate to all members of the Senate, elected and ex officio, at least 7 days prior to the meeting in the case of regular meetings, and with the call, in the case of special meetings, and shall be made available for inspection by all members of the Assembly. If, at any regular meeting, any item of business is deemed sufficiently urgent by a vote of 3/4ths of the elected members of the Senate, or the unanimous vote of such members present, whichever is the lesser, action may be taken with regard thereto by the Senate at such meeting without its previous inclusion in the agenda.

(d) A summary of the minutes of each meeting shall be furnished by the Secretary of the Senate to all members of the Assembly and such administrative officers as the President shall designate. A copy of the full minutes shall be made available by the Secretary for inspection by any such member or officer.

(e) Except as otherwise provided herein, or required by the Assembly, the Senate may adopt such by-laws and other rules concerning its government and procedures as it considers appropriate.

Section 5. Committees

(a) General

There shall be three kinds of Senate committees: (1) an Executive Committee, (2) standing committees, and (3) special committees. The Executive Committee and all standing committees shall meet regularly and according to orderly procedures; shall keep records of their deliberations; and shall present reports to the Senate as often as the amount and nature of their business warrants, and at least once annually. Copies of all formal reports shall be filed with the Registrar of the University, and shall be available for inspection by members of the Assembly and the administrative staff of the University. Members of the Executive Committee and standing committees shall be elected for a term not exceeding one year. No member of the Executive Committee shall immediately succeed himself more than twice.

(b) The Executive Committee

The Executive Committee shall consist of 5 elected Faculty members of the Senate, no two of whom shall be representatives from the same school or Faculty group, and the President, ex officio. The Chairman shall be a Faculty member of the Committee and shall be elected by the Senate. The Committee shall:

(1) Arrange the agenda for Senate meetings, and shall serve as the channel through which any member of the Assembly may introduce matters for the consideration of the Senate. It shall include in the agenda for any meeting any matters requested by the President or by 20% of the members of the Senate;

(2) Serve as the committee on committees for the Senate and in that capacity nominate the members and Chairmen of the standing and special

committees and the nominating committee for the members and Chairman of the Executive Committee. Individual elected members of the Senate shall have the right to make additional nominations, by petition to the Executive Committee or nominating committee prior to the election meeting, or from the floor at such meeting. In the event of any question or dispute as to the jurisdiction of any standing or special committee, the matter shall be referred to the Executive Committee for resolution;

(3) Assist in carrying into effect the actions of the Assembly and the Senate, and make regular progress reports with respect thereto to the Senate;

(4) Prepare and submit progress reports and reports on the work of the Senate, and on any other matter directed by the Senate, to the President and to the Assembly. At the end of each academic year, a report covering the entire year shall be prepared and distributed to all members of the Assembly;

(5) Receive reports prepared by or in any college, school, or division of the University which may be of concern or interest to any other college, school, or division, or the Faculty generally, and arrange for distribution of copies thereof to such other college, school, or division, or the Faculty;

(6) Act on behalf of the Senate in emergencies on matters requiring immediate action when it is not feasible to call a special meeting of the Senate, such action to be reported to the Senate for confirmation at its next regular meeting.

(c) Standing and Special Committees

(1) Except as herein otherwise provided, the number, nature, and size of its standing and special committees shall be determined by the Senate. At least one member of every standing and special committee shall be an elected member of the Senate. Other committee members, including the Chairman, may be selected from the membership of the Assembly. The President

may designate as ex officio non-voting members of any committee any administrative officer or personnel within the area of activity of the committee.

(2) Any standing committee may, upon request, serve in an advisory capacity to University committees and administrative officers or personnel within the area of responsibility of the Senate committee and may invite any such University committee or representatives thereof or officer or person to participate in the deliberations of the Senate committee at such times as may be appropriate. Each such Senate committee shall be the agency to receive on behalf of the Senate and Assembly reports prepared by the parallel University committee. Any standing committee, as well as the Executive Committee, may, upon request, provide, on behalf of the Senate, advice and counsel to any committee of the Board of Trustees with respect to any matter within the area of responsibility of the Senate Committee.

(3) In addition to any other committees that the Senate may establish on its own initiative, or by direction of the Assembly, or by request of the President, there shall be standing committees for the following areas: Educational Policy; Faculty Performance and Development; University Objectives; Administrative Matters as they affect the Faculty; Research; Admissions and Advanced Standing; Library; Public Ceremonies and Assemblies; Scholarship; Athletics; Student Relationships; Appointments, Salaries, and Promotions; Physical Facilities; and Professional Ethics and Academic Freedom.

IV. AMENDMENTS

1. Amendments to this University Faculty Organization Plan may be proposed to the Assembly by the President, by the Senate, ~~or~~ through petition to the President as Chairman of the Assembly by 15% of the Faculty members of the Assembly, or by a Faculty committee as hereinafter provided. Voting on a proposed amendment by the Assembly may be at a regular or special meeting. For adoption of a proposed amendment by the

Assembly, participation by at least 50% of its voting members, and a favorable vote of either 2/3rds of those voting, or a majority of the voting members of the Assembly, whichever is the lesser, shall be required. Amendments so adopted shall be submitted to the Board of Trustees for its approval and shall become effective only when so approved.

2. After this University Faculty Organization Plan has been in effect for two years, it shall be subjected to automatic review and re-appraisal by a Faculty committee established specifically for that purpose. Such committee shall be composed of two representatives from the Faculty (in full-time service and not officers of administration) of each school or Faculty group then represented in the Senate. At least one such representative from each school or group shall not then be a member of the Senate. The committee shall prepare a written report for distribution to every member of the Assembly, and shall have the authority and responsibility through such report to propose amendments to the Faculty Organization Plan. Such proposals (if and to the extent approved by the Assembly) shall be submitted to the President for transmission to the Board of Trustees for its approval.

V. EFFECTIVE DATE

1. Upon the adoption of this University Faculty Organization Plan with such changes as may be considered appropriate by the University Faculty at a meeting thereof and its approval by the Board of Trustees, the President shall direct that each school or Faculty group involved proceed to elect its representatives to the Senate.

2. Initially, in order to provide for a rotation system, the respective Faculties of the Schools of Medicine, Law, Engineering, Education, and Government shall elect one, and the Faculties collectively of the Columbian

and Junior Colleges group shall elect four, of its representatives for a one-year term, and one (four in the case of the Columbian and Junior Colleges group) for a two-year term. In the case of the representatives from The Graduate Council and The School of Pharmacy, and one of the representatives of the Schools of Medicine, Law, Engineering, and Education, and the Columbian and Junior College group, the term shall be left undetermined until the organization meeting of the Senate, at which time four of such representatives shall be selected, by lot, to serve for a one-year term and the other three for a two-year term. The manner of determining into which classification each of its representatives shall fall shall be for the Faculty of the school or group involved and may be by lot.

3. As soon as elections of all the Senate members have been reported to the President, he shall appoint from among those elected, five (but no more than one from any one school or group) as the Temporary Organization Committee for the Senate. Such committee shall immediately proceed to prepare a report which shall include: (1) The temporary by-laws or rules of procedure for the Senate; (2) the proposed agenda for the first meeting; and (3) nominations for the Executive Committee, and the Chairman thereof. Upon completion of the preparation of this report, and its distribution to members of the Senate, the President shall convoke the Senate, which shall then organize for the conduct of its business.

REPORT OF THE TEMPORARY ORGANIZATION COMMITTEE FOR THE SENATE

TO THE ACTING PRESIDENT OF THE UNIVERSITY AND THE SENATE

By memorandum dated January 5, 1961, Acting President Colclough designated as members of the Temporary Organization Committee provided for by the University Faculty Organization Plan (paragraph 3, Part V) Professors James Forrester Davison, Wood Gray, Robert Aaron Hechtman, Ralph Dale Kennedy, and Associate Professor William Andrew McCauley.

The members of the Committee held meetings on January 6 and 7, and in accordance with the requirements of the plan referenced in the memorandum from President Colclough have prepared the following report covering (1) the temporary by-laws and rules of procedure for the Senate; (2) the proposed agenda for the first meeting; and (3) nominations for the Executive Committee and the Chairman thereof.

The members of the Committee request that the organization meeting be held on Friday, January 13, at 3 p.m., and that therefore the first regular monthly meeting be held on Thursday, January 19, 1961, so that the Senate may be organized into Committees and ready to do business in February with the arrival of the University's new President, Dr. Thomas H. Carroll.

Wood Gray
Robert Aaron Hechtman
Ralph Dale Kennedy
William Andrew McCauley
James Forrester Davison, Chairman
pro tem

1) TEMPORARY BY-LAWS AND RULES OF PROCEDURE FOR THE SENATE, AS REQUIRED BY PARAGRAPH 3 OF PART V OF THE UNIVERSITY ORGANIZATION PLAN:

1. The Senate shall observe the requirements of the University Organization Plan for the holding of meetings, voting and the determination of a quorum.

2. Robert's Rules of Order shall govern decisions involving Parliamentary Procedure.

3. The Senate shall have regularly stated meetings once each month in the Academic Year, October through May, making eight regular meetings each year.

4. The regularly stated meetings shall be held on the second Friday of each month starting at 2:00 p.m. Agenda and special proposals for action shall be made available in advance as required by the relevant section of the Faculty Organization Plan, Section 4 of Part III. ~~Because of the delay in organization the regular January meeting in 1961 shall be held Thursday, January 19, 1961.~~

5. By-laws adopted at the first meeting and proposals for new by-laws may thereafter be amended or proposed upon the request of the Executive Committee of the Senate or on petition of twenty-five per cent of the elected members of the Senate. The proposals for amended or for additional by-laws shall be put in writing by the proponents and submitted to the Secretary of the Senate and made available in writing and distributed to all members of the Senate, elected and ex officio, at least seven days prior to the meeting at which they are to be taken up for action. The vote thereon shall be in accordance with the requirements for the exercise of power by the Senate.

6. The business at each regular meeting of the Senate shall be conducted in the following order:

a. Call to order
b. Approval of the minutes of the previous meeting
c. Report of the Executive Committee
d. Special orders of the day
e. Unfinished business
f. Reports of committees
g. Other new business
h. Adjournment.

2) AGENDA FOR ORGANIZATION MEETING OF THE FACULTY ORGANIZATION SENATE:

1. Call to order by the Acting President of the University.

2. Report of the Temporary Organization Committee for the Senate.

3. Election of the Executive Committee of the Senate.

4. Selection of terms of two years and one year for the seven members of the Senate who have been elected for undetermined terms. According to Paragraph 2 of Part V of the Faculty Organization Plan, four of the seven representatives with undetermined terms shall be selected by lot for a one-year term. The remainder shall serve for two years. At the first meeting of the Senate these seven representatives shall draw seven folded slips of paper, four of which shall be marked for one year and three for two years. The Secretary of the Senate shall notify the President and the Faculty of the results of this determination.

5. Meetings of the Senate shall be closed, but the Executive Committee may invite non-Senate members to attend a specified meeting when the Committee determines their presence advantageous for Senate purposes. The Executive Committee will endeavor to give seven days notice of the presence of visitors to the other members of the Senate at the specified meeting.

This proposal for a by-law created a division in the Organization Committee and is referred to the Senate for discussion.

6. The Organization Committee proposes that appropriate office space be secured for the permanent use of the Executive Committee of the Senate and its Chairman.

7. The Organization Committee also proposes that appropriate secretarial assistance be provided by the University for the Senate Committees with suitable equipment included.

8. The Executive Committee should be provided immediately with a list of all the full-time members of the University Faculties and Colleges, with an indication of the rank and seniority of the faculty members, their addresses and telephones. This information is needed at once in order to appoint committees established by the Faculty Organization Plan.

9. The Faculty Organization Plan as adopted by the Board of Trustees should be printed in a format similar to that of the University Faculty Code, for distribution as soon as possible to all existing and new full-time members of the Faculty.

10. The Organization Committee proposes that appropriate consideration be given to a reduction in the teaching load of the Chairman of the Executive Committee, and when appropriate to the reduction of teaching loads of other members of the Executive Committee or of the teaching loads of the chairmen of other committees of the Senate.

3) NOMINATIONS FOR THE SENATE EXECUTIVE COMMITTEE AND ITS CHAIRMAN:

The Temporary Organization Committee nominates the following for members of the Senate Executive Committee:

Prof. Thomas McPherson Brown, M.D.	2-year term	Medicine
Prof. James Forrester Davison, S.J.D.	1-year term	Law
Prof. Robert Aaron Hechtman, Ph.D.	2-year term	Engineering
Prof. Charles Joseph Kokoski, Ph.D.	Undetermined	Pharmacy
Prof. Fred Salisbury Tupper, Ph.D.	1-year term	Junior-Columbian

Professor Tupper is nominated as Chairman by the Committee. In accordance with the Faculty Organization Plan all members of the Executive Committee are elected for only one year, no two of whom may be representatives from the same school or faculty group, and no member of the Executive Committee shall immediately succeed himself more than twice.

Additional nominations may be received in accordance with paragraph (b) (2) of Section 5 of Part III of the Faculty Organization Plan.

LIST OF MEMBERS OF THE REVIEWING COMMITTEE OF THE FACULTY ORGANIZATION PLAN

University Senate

January 9, 1963

LAW SCHOOL:

Arthur Miller and David Weaver

SCHOOL OF ENGINEERING AND APPLIED SCIENCE:

Albert Murdaugh and Ben Lindberg

COLUMBIAN COLLEGE OF ARTS AND SCIENCES:

Reuben Wood and Hugh LeBlanc

SCHOOL OF PHARMACY:

Samuel Schwartz and Charles Kokoski

SCHOOL OF GOVERNMENT, BUSINESS AND INTERNATIONAL AFFAIRS:

Richard F. Ericson and Howard M. Merriman

GRADUATE COUNCIL:

Donald S. Watson and James H. Coberly

MEDICAL SCHOOL:

Thomas McP Brown and Mary L. Robbins

SCHOOL OF EDUCATION

John H. Krupa and Martha N. Rashid